

United States Army Chaplain School
Fort Hamilton, New York

REQUIREMENT

THE

FIRST UNITED STATES ARMY CHAPLAIN SECTION

An

Administrative Analysis

by ALLAN M. BLUSTEIN

Chaplain (Capt) USA

Student Detachment

Class 16--"C 22 , 14 Sep 64 to
27 May 65

THE STUDY OF ADMINISTRATION

I suppose that no practical science is ever studied where there is no need to know it. The very fact, therefore, that the eminently practical science of administration is finding its way into college courses in this country would prove that this country needs to know more about administration, were such proof of the fact required to make out a case.....It is a thing almost taken for granted among us that the present movement among us called civil service reform, must after an accomplishment of its first purpose, expand into efforts to improve not the personnel only, but also the organization and methods of our government offices: because it is plain that their organization and methods need improvement only less than their personnel. It is the object of administrative study to discover, first, what government can properly and successfully do, and secondly, how it can do these proper things with the utmost possible efficiency and at the least possible cost either of money or of energy. On both these points there is obviously much need of light among us; and only careful study can supply that light.....

- Thomas Woodrow Wilson

TABLE OF CONTENTS

	<u>page</u>
INTRODUCTION	1
SECTION I	
<u>The Chaplaincy</u>	4
THE ARMY CHAPLAIN	12
THE DEPUTY ARMY CHAPLAIN	12
THE ASSISTANT ARMY CHAPLAIN	14
SECTION II	
<u>Observations and Analysis</u>	16
SECTION III	
<u>Conclusions</u>	35
FOOTNOTES TO THE TEXT	42
BIBLIOGRAPHY	45

APPENDICES

APPENDIX I

STAFF JOB DESCRIPTIONS

APPENDIX II

THE FUSA CHAPLAIN FIVE YEAR
PROGRAM

Introduction

This is the first attempt, to the author's knowledge, to write a systematic administrative analysis of a United States Field Army Chaplain Section. The organization to be treated here is the First United States Army Chaplain Section located on Governors Island in New York City. Responsible as it is for the activities and functions of more than three hundred chaplains stationed throughout the northeast area of the nation, the Section plays a vital role in the spiritual life of the military man and his family.

Administration is the comprehensive effort to direct, guide and integrate associated human strivings which are focused toward some specific ends or aims. Administration is conceived as the necessary activities of these individuals (executives) in an organization who are charged with ordering, forwarding and facilitating the associated efforts of a group of individuals brought together to realize certain defined purposes.

A common need in all organizations is that these appropriate activities of administration be analyzed, be understood and be

applied.. Our understanding of a general body of principles which would warrant the name of a science is still less than adequate....However.... there may be a common body of attitudes, approaches, and methods of attack which can be useful, if not, indeed, essential, in many kinds of organizations and situations.

Application of these points of view to specific situations surely comprises an art requiring great skill, discernment and moral fortitude. Indeed, so pervasive in influence, so valuable, so adroitly constituted is this skill that it deserves to be recognized as a fine art. If work with paints or clay, with combinations of sounds in music, with combinations of words and ideas in literature--if these are fine arts, we are certainly entitled to call that labor also a fine art which would bring closer together in purpose the organized relationships of individuals and groups to each other. It is, indeed, an art of the highest order to be able to bring about the most fruitful possible collaboration in a world where associated effort is the typical expression of individuals who seek to be productively alive.. And this art becomes in all good sense a social undertaking of fundamental importance.

Let it be recalled that an art requires a medium for its expression. And in the case of administration, the medium seems to be three-fold. Its full expression takes place in and through organization, human beings, and a certain kind of wide social and cultural setting, which for us in America is a democratic society.

Administration is, in short, fine art because it summons an imposing body of special talents on behalf of a collaborative creation which is integral to the conduct of civilized living today. This creation is comprised of the ongoing operation of numerous organizations through which human individuals are hopefully gaining many of their necessary and rightful satisfactions.

Finally, since the wisest artist would be in command both of general principles and of ways of applying them, some combination of these two approaches is necessary to supply the foundation for a mastery of the art of administration.

The essential principle underlying any successful organization is the coordinative principle. Coordination is the orderly arrangement of group effort, to provide unity of action in the pursuit of a common purpose.¹ We shall see how it applies in the First United States Army Chaplain Section.

SECTION I

THE CHAPLAINCY

Chaplains have served in the United States Army ever since the days of the Revolutionary War. They have contributed much to the spiritual and moral well-being of our men in uniform over the years. In modern times, the role of the chaplain has extended into the realm of religious education for dependents of military personnel, pastoral care for those dependents and character guidance instruction for members of the military establishment.

Chaplains have served with distinction both in times of war and peace. It is traditional with the clergy of our nation, that when the call has arisen, when the men of the United States have been called upon to defend the freedom we all cherish, to leave their civilian parishes and join together in the common fight against tyranny. Ministers, priests, and rabbis by the hundreds have brought pride and glory to their calling in the chaplaincy and reflect the noble tradition of the clergyman in uniform.

The active chaplaincy is today composed of a nucleus of career chaplains who have made the Army their career. In a

very real sense, they form that part of an administrative organization known as the "career group of professionals" which maintains the continuity of the branch. Among this group are chaplains who have demonstrated ability in the fields of administration and technical knowledge dealing with personnel and training matters. These chaplains are specially selected and sent to various schools for advanced training in order to qualify for higher administrative jobs. The schools which train them may be civilian universities or Army schools.

The Chaplaincy program in the Army is relatively simple in its organizational structure. The Army consists of Overseas Commands, the various CONUS (Continental United States) armies, and smaller units scattered all round the globe. In this study, we shall concern ourselves with the structure of the Chaplain Section of one of the CONUS armies, of which there are six, one for each geographic district of the United States. The structure of each army in CONUS is similar and so too is the Chaplain organization. The entire northeastern portion of the country falls under the jurisdiction of the First US Army. Therefore, the Chaplain

Section of First US Army deals with and supervises the chaplains stationed in such states as New York, Connecticut, Rhode Island, Massachusetts, Maine, etc.

In addition to administering the program for active duty personnel in First US Army Area, the Chaplain Section must of necessity, concern itself with the program of training for the Reserve Chaplains of the area who take part in active duty for periods of two weeks every summer in Camp Drum, New York. The responsibility for this program and its coordination is, of course, that of the Army Commander. However, to assist him the Chaplain Section handles all the details and personnel affairs involved in the program and keeps the Commander advised on all pertinent phases of the program. The Reserve program will be discussed later in the study.

Anything which logically falls into the category of religious activities (whether it be the building of chapels, the appointment of chaplains, the care of ecclesiastical equipment etc.) is part of the program which the Chaplain

Section of First US Army administers. Like any other organization, perhaps even more so, the most important commodity dealt with by the Chaplain Section is people. The Section tries at all times to meet the religious, moral and administrative needs of all First US Army personnel.

The chaplain is a member of the commander's staff. To be more explicit, he is a member of the special staff. In this capacity, he acts in the tri-fold functions of the staff member; i.e. informative, advisory and supervisory. He informs the commander, advises the commander and supervises the program of religious activities for which the commander is responsible. The commander delegates authority to the Army Chaplain to do these things and of course, the Army Chaplain cannot command, but in the military system, he speaks for the commander when dealing with his subordinates.

Logically, the Army Chaplain must necessarily have some degree of conceptual skill else he could not function in his highly important job. Conceptual skill involves the ability to see the enterprise as a whole; it includes recognizing

how the various functions of the organization depend on one another, and how changes in any one part affect all the others; and it extends to visualizing the relationship of the individual organization to the community, and the political, social and economic forces of the nation as a whole. Recognizing these relationships and perceiving the significant elements in any situation, the administrator should then be able to act in a way which advances the over-all welfare of the total organization. Hence the success of any decision depends on the conceptual skill of the people who make the decision and those who put it into action.²

It is also of interest to note the great importance which is attached to the sending of communications in the chaplain branch indeed as it is army-wide. The concept of information is as necessary to the successful operation of the chaplain program as it is to the conduct of a full-scale war. The Chief of Chaplains in Washington stresses over and over again in his messages and newsletter editorials the need for dissemination of information from, about, and to chaplains all over the world. This makes for better

professionalization of the careerist as well as the active reservist. It also brings home to the public, the story of the chaplain. And finally, it lets the Chief of Chaplains know when, where and how his chaplains are doing anything of note and again, if they are not. It is a means of control over the far-flung de-centralized chaplain out-posts all over the world. Basing his actions on the information he receives, the Chief of Chaplains then can improve his program, correct deficiencies and emphasize strong-points. To the same degree, only on lower levels in the army hierarchy, the supervisory chaplains (i.e. the USCONARC Chaplain, the Army Chaplain, the Post Chaplain, the Unit Chaplain) do the identical thing in the administration of their parts of the over-all chaplain program.

The last point to be mentioned deals with the responsibilities of commanders. As noted, the commander can delegate authority, but never responsibility. In the final analysis, it is his and his alone. The military is a tough school with a curriculum of hard-knocks and many a commander has failed because he lacked the ability to accept and shoulder

responsibility to a successful conclusion. The staff of the commander is put into the army structure to assist the commander in the making of decisions during both war and peace time. His general staff aids him in the following ways: The G-1 assists with personnel, fiscal and programming; the G-2 with matters involving intelligence and security; The G-3 with operations and training and plans and finally the G-4 with matters of supplies and logistics. His special staff consists of the Medical Officer, the Chaplain, the Judge Advocate, the Provost Marshal, the Information Officer, the Inspector General, and the Adjutant General. Together with other offices in the command, these sections render the necessary advice, data and information which is vital to the overall success of the military operation.

It follows therefore that the commander must be the possessor of a high degree of conceptual skill. He must also be an effective coordinator, capable of meshing all the various activities of his command into a harmonious effort to achieve the mission. He must be an expert at his job, completely knowledgeable in all phases of the role of the human being in the system.

We can apply to the military leader, those same criteria which Dr. Katz sets up for the successful civilian administrator. He states that the administrator is that person in any organization who directs the activities of other persons and undertakes the responsibility for achieving certain objectives or goals through these efforts. With this definition then, the successful administrator must possess three basic skills, which we will call technical, human and conceptual.³

In summary, we might say that the chaplain is a leader; he leads spiritually and morally. He is also part and parcel of one of the biggest bureaucracies the world has ever seen. No less applicable to him than it is to the executive in business or the functionary in government is the statement.....

" A man puts first that which he worships. If he worships power or influence, his day-by-day decisions will invariably reflect that fact, no matter how carefully he cloaks them in the wraps of selflessness and service. After all, if he places first his religious faith, his decisions will reflect their religious base even if he tries to conceal it. Since all religious systems have a common ethical base, it does not matter for our case what his religion may be. What does matter is that any decision, whether big or small, be made in the conscious realization that it represents an entire value structure."⁴

THE ARMY CHAPLAIN

1. Advises the Army Commander and staff in all matters pertaining to religion, morality, and morale within the command.
2. Supervises and coordinates all chaplain activities within the First U. S. Army.
3. Maintains liaison with ecclesiastical leaders, religious organizations, staff chaplains or higher and subordinate headquarters, and with chaplains of other services, when appropriate.

THE DEPUTY ARMY CHAPLAIN: PERSONNEL AND TRAINING

1. Assists Army Chaplain in the performance of his duties, and acts for him during his absence.
2. Acts as chief of Personnel and Training Affairs.
3. Advises Army Chaplain on all matters pertaining to personnel and training of Active Duty and Reserve Forces Chaplains.
4. Advises, confers, and initiates correspondence with Active Duty and Reserve Forces Chaplains on personnel and training affairs, and with civilian clergy on matters pertaining to chaplain recruitment.
5. Responsible for procurement of chaplains for the Active Army and for troop base unit vacancies in the Army Reserve.
6. Screens applications of clergy for appointment in the Chaplains Branch of the U. S. Army Reserve, and recommends appointment and assignment.
7. Responsible for preparing and maintaining rosters of Active Duty and Reserve Forces Chaplains.
8. Responsible for recommendation of U. S. Army Reserve Chaplains for active duty for training, attendance at associate courses at the U. S. Army Chaplain School, and for chaplain personnel support of annual active duty for training.

9. Initiates and supervises plans and training for Active Duty and Reserve Forces Chaplains in the First U. S. Army.
10. Plans, coordinates and makes necessary administrative arrangements for Chaplain Training Conferences for Active Duty and Civilian Component Chaplains.
11. Prepares that portion of First U. S. Army Chaplain's Monthly Newsletter which pertains to chaplain personnel and training.
12. Makes inspections and visits as directed by the Army Chaplain.

ASSISTANT ARMY CHAPLAIN: PROGRAMMING AND BUDGETING

1. Advises the Army Chaplain on all phases of administration, supply, programming and budgeting.
2. Responsible for all administrative functions in the section.
3. The Chief Clerk (M/Sgt) is responsible for routine internal administration pertaining to the Office of the Army Chaplain and reports directly to the Chief of the Administrative, Program and Budget Division.
 - a. The Assistant Army Chaplain is responsible for the section message center and assigns changes and controls suspense dates as appropriate.
 - b. Checks records, and dispatches outgoing correspondence for the Section.
 - c. Supervises and maintains files and reference library for the Chaplain Section to include files of correspondence, reports, Army Regulations, circulars, memoranda, and other pertinent documents.
 - d. Maintains administrative control of classified papers and documents within the Section and is responsible for their security.
 - e. Performs routine personnel administration for officer, enlisted and civilian personnel assigned to the Section.
 - f. Maintains duty roster for Section.
 - g. Acts as liaison between Headquarters Company and the Chaplain Section on matters pertaining to the Administrative control of assigned enlisted personnel.
 - h. Is responsible for all non-expendable equipment held in the Chaplain Section.
 - i. Receives, receipts for, stores, and issues authorized expendable office supplies.

- j. Is responsible for operation of suspense files for the Section.
 - k. Is responsible for current file and roster of chaplain enlisted personnel assigned to fill all active ARMY Duty slots to assist chaplains.
4. Reviews and recommends approval of requests for chaplain supplies in conformity with authorized allowances, and assists chaplains in the field by providing technical assistance on chaplain's supply procedures.
 5. Inspects chapels and chapel equipment in the field, as directed by the Army Chaplain, to determine the adequacy and maintenance of such equipment and the grade and degree of compliance with directives of this, and higher headquarters.
 6. Maintains records for the status of chapel construction, the chapel furniture, equipment, and replacement program, and electric organs in the First U. S. Army Area.
 7. Is responsible for the preparation, development, execution and review and analysis of the chaplain portion of the Army Operating Program.
 8. Reviews chaplain program objectives, resources, requirements and availability, and prepares reports, charts, and statistical data based on the review and analysis, and such other data and reports as may be required by the Program and Budget Branch of the G-1 Section, this headquarters (First U. S. Army).
 9. Obtains, reviews, and analyzes budget requirements from chaplains in the field.
 10. Prepares budget estimates and requirements for Chaplain Activities in the First U. S. Army Area.
 11. Reviews and analyzes the chaplain portion of the Operating Program and Budget Execution Plans of Field installations.

SECTION II

OBSERVATIONS AND ANALYSIS

The organizational structure of the First United States Army Chaplain Section is so constructed as to accomplish the most efficient job possible. This is in complete accord with the definition of organization offered by Pfiffner and Presthus. Organization, they say, is the structuring of individuals and functions into productive relationships....
..... the object of both organization and administration is the control of human and material resources.⁵ This is the basic reason for the existence of the Army Chaplain Section-- dealing with and caring for PEOPLE. Every function of the Section is planned and carried out with but one objective constantly in mind; the spiritual needs of the personnel of First U S Army Area, both military and dependent.

One of the beneficial aspects of bureaucracy is the advantage of having a reservoir of trained and efficient personnel on hand to do the job. Every major Army headquarters is staffed partially by this group of skilled civilian workers who provide the continuity, the know-how necessary to accomplishment of the over-all mission. However, as is true in industry, the Army finds truth in the observation that attracting and retaining outstanding people has been a persistent and often discouraging aspect of public service.⁶

Despite this, the short-coming has been non-existent in the First U. S. Army Chaplain Section. The personnel who fill positions in the office are dedicated, hard-working and extremely capable; they know their job and they know the role of the Section in the accomplishment of First U. S. Army's mission.

Obviously the Army Chaplain is the leader and coordinator of the program. Unlike the Army Commander, the Chaplain does not command; he has no command authority whatsoever. He does, however, have implicit authority to direct and coordinate the policies of the Commander with regard to religious activities. The leadership exerted by the Army Chaplain is aptly described through the theory that leadership involves intuitive judgment and exhortation, whereas command involves authority.⁷

Therefore, the Army Chaplain must be an expert at the art of administration. He must realize that human relations is paramount to the accomplishment of the Section's mission and that every activity of the Section must be permeated by that fact. The Army Chaplain proves that leadership indeed is a group-related process rather than a personality trait or position.⁸

The Deputy Army Chaplain is the good right hand of the Army Chaplain. He stands in for the latter at ceremonies, inspections and meetings. He advises the Army Chaplain on matters pertaining to ANACDUTRA and Reserve Affairs. In a way, the role of the Deputy Army Chaplain is an oddly dual one in that he is a member of the Army Commander's staff (second echelon) and yet he performs a staff function for the Army Chaplain as well by informing, advising and assisting him in formulation of chaplain policy. He also must be the possessor of a high degree of conceptual skill. He, as well as the Army Chaplain must constantly be viewing the Chaplain Section as part of the over-all organization, evaluating and re-evaluating the role continually, seeking improvement and efficiency and work simplification.

The Army Chaplain and his deputy constantly stress the ideals of leadership to the chaplains in First U. S. Army. They emphasize that these ideals of leadership will improve in individuals as they learn to understand themselves better, their limitations and strengths, needs and resources, so that they will be able to develop the kinds of competencies and insights needed for leadership in their particular situations. Providing individuals with the kind of training experiences which will result in better skills, attitudes and understandings is the persistent challenge to trainers who would build more effective leaders.⁹

In the final analysis, this is what these supervisory chaplains do; train, teach and develop leadership in junior chaplains.

The Assistant Army Chaplain is the manager of the office. He is the expert on budgeting and programming and the overseer of the constant review and analysis of reports, surveys etc. which are fed into the office from the field. Even though, he is at a comparatively high level in the scalar system of the Chaplain Section, his chief asset must be a high degree of technical skill where the other two chaplains in the office must excel in conceptual skills and human skills. This is not to say that a degree of each skill in all persons concerned is not desirable; of course it is. It is merely a way of saying that for the tasks which he performs and supervises, the Assistant Army Chaplain will find that his job will be easier and more efficiently handled if he knows the mechanics of the paperwork he directs.

It is interesting to note that the structure of the First U. S. Army Chaplain Section as it relates to its three chaplains is very similar to the idea which Dwight Waldo expresses as he quotes from an essay by James Mooney. Mooney states that in the scalar process of the organization, three aspects are discernible: leadership; delegation of authority; and functional definition. ¹⁰

In a very real sense, the three chaplains fall into these categories respectively. The Army Chaplain provides the leadership when he exerts his influence and expertise. This leadership is also delegated to his deputy. The Assistant Army Chaplain is then responsible for the definition of function in the office, i. e. the assignment of duties and tasks in order to get the job done in the most efficient manner. Interestingly enough, the paradoxical situation shows itself again--the scalar process at work in a staff section which actually contains no line authority at all. This situation is just another evidence of the truth that an organization, regardless of its nature, must have direction in the form of leadership based on some type of authority or other, else it eventually tends to disintegrate. As a response to the leadership of the chaplains in the Section, each and every person in the office does his part in informing and advising the chaplains on the details and the many tasks of the office.

The Assistant Army Chaplain is also the great coordinator of the office staff. He correlates their activities into one whole which creates the harmonious effort needed to attain the objectives and he integrates the group effort into the requisite concerted drive toward those objectives. ¹¹

The Assistant Army Chaplain with the help of the Administrative Assistant, prepares the budget estimates for submission to the G-1. Of full necessity, he must be cognizant of the needs of the men in the field both in terms of procuring new equipment, chapels, etc. and in maintaining that which is in use already. Once again the element of feed-back plays an important part. The information which enters the Section via reports, surveys, telephone messages, and memoranda all serve to provide guidance and advisory data necessary for a competent appraisal of future monetary needs of the Section. The budget and programming process at the Army level is identical to that on the national level, differing only of course, in the actual amounts specified and the bodies of experts who do the never-ending review and analysis of the estimates. A more comprehensive look at the funding apparatus will appear later in this study.

The Administrative NCO is the chief assistant to the Army Chaplain from the thinking group of enlisted personnel. This idea that he must be a thinker is vital, for many times, he must exercise his own initiative in office matters and he must be correct. In the Army, there is little margin for error; battles are won and lost by inches. The task of the NCO is that of actual physical management of the office whereas the Assistant Army Chaplain merely over-sees the entire operation.

He is that indispensable ingredient which if absent, would cause the entire harmonious continuity of the office functions to cease. He is ever helpful to the chaplains in the Section and in the field for he is the effective bridge between the officers and enlisted personnel and civilians in the office. His hand is constantly on the pulse of the office operation and he knows when difficulty is brewing and when snags are about to be encountered. If he be a man of discretion and also of discerning ability, he can prevent his supervisors from being embarrassed over minor matters; he can do much to alleviate the minor crises which invariably arise in situations where people must work together. He can soothe ruffled feelings, give a pat on the back for a job well-done and he can generally keep the morale of the office at a high level. He is what one might call, the expert "on tap" at all times.

The Administrative Assistant, the Clerk-stenographer and Secretary-steno are the persons who turn out the actual typing and paper-work. Theirs of course is the most indispensable ingredient of all. Their morale must always be high. For example, a post chaplain may telephone from Fort Dix desiring an item of equipment. If the person who answers the phone appears to have little interest in what the chaplain is calling about, and furthermore, seems listless and indifferent, this will be transmitted to the telephoning chaplain.

He may just get the impression that nobody "at the Top" is interested in him and his problem and he may lose confidence in his leaders and this may seriously impair the over-all mission of the chaplain. What is important to remember here is the fact that at all times, the chaplain and his office personnel deal with people and that these people are but flesh and blood with all the attributes and failings that this implies.

The alert administrators will detect evidences of pathology in such factors as undue delay, officiousness, buck-passing and the like. They will also find useful outlets for creative energies and for the natural desire to feel important that normal people have. They will see to it that fair treatment and recognition are forth-coming. ¹²

It is the paramount responsibility of the First U. S. Army Chaplain Section as it is structured to see to it that efficiency, as it is related to that which is accomplished and to that which might be accomplished, is in evidence at all times and constantly sought by the entire staff of the section. ¹³

The whole area of administration is the development of people. Free communication is a sovereign method to promote this end.¹⁴ In accordance with this axiom, the First U. S. Army Chaplain Section stresses its reporting system.

The reporting system is one of the most effective ways that exist which enables the director to keep tabs on what his organization is doing and what it is not doing. It is also a means by which the Commander can ascertain what is being accomplished by the Chaplain Section, what the latter's needs are as they change continually, what its goals are and if they are being met. Even as he compares to the executive in private industry, the commander's essential requisite in the exercise of efficient command is that he must know what is going on in his organization.¹⁵

Admittedly the flow of reports which the commander gets from all offices under his jurisdiction in the area is too mountainous for him to read personally. Therefore the Army has given him staff assistance in perusing these vital documents. Even as the Army Commander must read or be advised of all reports, so too must the Army Chaplain be knowledgeable on what is transpiring in his own shop. Thus the Chief Clerk, the Administrative Assistant and the

the Assistant Army Chaplain read all chaplain reports from the field and present the information to the Army Chaplain (who is, of course, the religious advisor to the Army Commander). This information is presented in the form of completed staff work, and requires merely the Commander's initials or signature when it eventually reaches him through proper channels. This is the final step of the reporting procedure. The replies which are sent to many of these reports are themselves an expression of the Army Chaplain's policy and they carry the authority of the Commander.

All-important here is the fact that copies of all outgoing and most in-coming mail and correspondence are kept on file by the Section. No organization can operate efficiently without an accurate means of storing, locating, and utilizing data which is necessary to the function of the office. This means is accomplished through the functional file system, in which documents and reports are filed through the various headings as: Chaplain Activities; Character Guidance; Equipment Maintenance; Chaplain Five Year Program and the like. Additionally, the files contain the blank forms such as disposition forms, chaplain reporting forms, work order forms, and estimate forms for programming and budgeting. The filing system of the Section may be aptly described as the life blood of the organization. Without it, the operation of the Chaplain program of First U. S. Army would cease.

Lastly but certainly not least, it is important to mention that the free flow of information is vital from top to bottom and from bottom to top in the application of effective management.¹⁶ In the Chaplain Section, this realization is constantly on the mind of the staff. It therefore makes for identification with the total program on a personal basis when each employee can feel that he is an important cog in the machine, when information comes to him and makes him feel needed. The author feels that this also is one of the most imperative aspects in the assurance of a smoothly-run operation. People are the all-important commodity. If the executive or leader can make them feel proud and happy in the organization, the result will always be an efficient and near-perfect administration. Stagnation must never be allowed to set in in any organization. There must be constant activity because administration takes pleasure in and takes place in a dynamic setting.¹⁷

Routine office functions do have a tendency to become boring and drab. Employees often reach stages seemingly where they feel "What's the use of it all?" Why should they knock themselves out?

The response to these queries is known by the effective office manager. His knowledge of human behavior, of personnel likes and dislikes, of techniques for work importance-building and improvement and simplification procedures are the essentials in quashing such attitudes in the office staff. The effective administrator knows how to treat people, how to get the maximum effort out of them and above all, how to get it out of them and yet make them happy about giving their all to the cause (i.e. the attainment of the organizational objectives).

Perhaps no one will ever attain the height of the perfect administrator. This certainly does not mean that one would or should give up all effort in attempting to reach such heights. Furthermore it does not mean by any stretch of the imagination that one should rest back on his laurels and let "George" do it. Perhaps "George" might be ill that day or he may be found wanting by the top brass and get fired. Then it will devolve upon us to get the job done and we had better be on the proverbial "ball". Therefore, a thorough knowledge of the principles and facets of good administration remains a vital part of the ammunition of every public official, either in the military or in civilian status.

The Army Management Structure is a highly complex and often confusing system. The reason for it however, is quite simple. It is supposed to provide a guideline for the various functional parts of the Army in terms of costing, funding and programming. In it, each activity or sub-activity is accorded a code number. This code number then is the title under which various sums of the over-all budget are apportioned to in order to accomplish the entire mission of the Army.

The four main categories for Chaplain Activities are: Religious Services (9020.1100); Religious Education (9020.1200); Pastoral Services (9020.1300); and Character Guidance (9020.1400); all of which fall under the general designation of Chaplain Activities (9020.1000).

Whenever funds are allocated and given to any segment of the Chaplain program in the Army, they are assigned under any or all of the above numbered categories depending upon given needs at a given time. Additionally, the reports which are fed back to the Army Chaplain from the field also contain the figures and data on services, education, pastoral activities and character guidance instruction designated under those code numbers. These numbers are the key to the Chaplain's finances and he must always be alert to their implications.

The question occurs in any organization: reports which are fed back in to the main office from the field give some indication of the impact of the program and the effectiveness of the operation. However they are certainly inadequate in rendering a total picture of the organizational management in its every-day application. After all is said and done, the effectiveness of an organization depends upon the volume and quantity of information that the organization is able to get from the environment around it, and its means of transmitting it throughout to the centers where such information is needed if national decisions are to be made. 18

The answer lies in proper supervision. This means that a constant over-guidance and over-sight must be carried on in the Section not only by means of the reports from the field but also by staff visits to the installations periodically by the Army Chaplain, his deputy or the Assistant Army Chaplain. On these visits, the chaplains check the progress, hear many problems or grievances, analyze the local program and act upon any other facet of chaplain activities which requires action and/or guidance. It also gives them the chance to meet the field chaplains on a person to person basis, thereby affording both parties the opportunity to know each other.

It is in situations such as these that the importance of Dr. Katz's words manifests itself. He states that the person with highly developed human skill is aware of his own attitudes, assumptions, and beliefs about other individuals and groups; he is able to see the usefulness and limitations of these feelings. By accepting the existence of viewpoints, perceptions, and beliefs which differ from his own, he is skillful in understanding what others may really mean by their words and behavior. He is equally skillful in communicating to others, in their own contexts, what he means by his behavior. 19

The inspecting chaplains must possess this human skill and the field chaplains must possess it as well. In the final analysis, any minister or pastor of a flock had better possess some measure of it, or else he should beg out of the business of trying to sell his product to a reluctant buyer (i.e. humanity).

The efficacy of the program can also be determined in less formal ways as well. By informal conversation with soldiers at random, by conversations with dependents, by observation of the habits of soldiers after duty hours, by surveying their interests in movies, books and the mass media, much can be learnt about the chaplain program and if it is reaching the greatest number.

It must be remembered at all times that we are dealing with intangibles here. Emotions, ideas, thoughts are frequently difficult if not impossible to measure. A soldier tells a chaplain that he likes a certain type of movie; his actions may betray the fact that his tastes run to a different type. Care must always be exercised in the appraisal of a religious and moral program for a man's personal beliefs are at once, a treasure which is often hidden and which some men prefer to have it remain so. 20

Reports are important, as we have seen, to any organization. In the Army Chaplain Section, a major role is played by the Consolidated Report. This is the primary means of communication available to the Chaplain Section. Through it, the Chief of Chaplains in Washington gets an idea of how the program is going all the way down to the "grass roots" level.

Feed-back involves the communication of information to a central point when then issues instructions to take any corrective action called for by the information. 21

Accompanying every consolidated report is a chart of review and analysis and pertinent comments. The underlying reason for these items is to provide the reporting chaplain ^{the means} to show his program in action and to seek guidance, criticism or help in the improvement of the program.

Guidelines are also provided for the supervisors so that they can plan more effectively for future needs and contingencies.

At first this review and analysis looks to be formidable. However, the importance of it lies in the fact that truly effective, important progress can be realized from the insights gained thereby both by the reporter and the supervisor.

The key factor, underlying all work of the chaplain, remains the mission of bringing God to man and man to God. Anything and everything which aids that blessed goal is worth the time, the effort and educational training that goes into the review and analysis of the chaplain's job. He owes it to himself and to the people he serves to do a good job, be conscientious, and continuously strive to improve himself.

Last but by no means, least in the operation of the First U. S. Army Chaplain Section is the element of budgeting. The budgetary process is central to administration because control of the purse is perhaps the most effective tool of coordination available to management.²² Ultimately the success or failure of the program and policies of any organization will stand or fall frankly on the monies that are available for the operation. Additionally, the control of appropriations by the legislative or determinative body of any organization, re-emphasizes the fact that the most important value pressing upon the whole budgetary process is the concept of accountability.²³ People naturally take more care of money when they know that they must account for the manner in which it is spent.

The budgetary process is similar at all levels of the government, differing only in amounts and designation of the various agencies, and budgeting personnel.²⁴ The way in which the Chaplain budget is prepared and submitted to the higher headquarters is a carbon copy (although on a smaller scale of course) of the national budgetary process.

Basically, the average chaplain knows as much about budgeting as the man in the moon does, maybe less. It is imperative therefore, that he attempt to learn something about it while he is in the military.

The success or failure of his program depends in large measure upon how he uses his resources, where he spends appropriated funds to best advantage for the program and generally how effective he is in letting his supervisors know what he is doing and what he is talking about when he asks for funds. The most important cog in any organization is the budgeting expert which is the basic factor in the program. This expert is the planner, the coordinator, the advisor to the Army Chaplain on fiscal matters. It is usually a well-trained civilian but the Assistant Army Chaplain must also know what is going on in the fiscal picture. It is relatively easy to set forth principles in human relations when talking of management techniques but extremely difficult to put them into actual practice.²⁵ It is up to the the fiscal people to solve this dilemma. On it, depends the continuation of the Army religious program.

All scholars in public administration as well as in industry agree that the key to getting the job done in any organization is the effective utilization of funds.

SECTION III

CONCLUSIONS

The foregoing has been ^{an} attempt to show something of the workings of the First U. S. Army Chaplain Section, Governors Island, New York. Admittedly, much has been omitted because it is impossible to cover every facet of the operation. However, some pertinent observations can be made nevertheless.

We have seen how important is the job of the leader. It makes no difference whether he is an Army officer, a private executive or the leader of a Boy Scout Troop. There are certain characteristics common to all. The job of the leader is that of dealing with people, of judging, adjusting to and working around personalities, both individual and group, both inside and outside his organization. 26

Officials in public administration always follow the mandate of the people. They do so even though they know it may be wrong. When there is no evidence of public sentiment, public officials must either rely on their own judgment or seek to ascertain what the people want them to do. Often the officials know better than the people what is best to be done, but when public sentiment is against them, few are brave enough to defy it.

Elected officers usually consider their own re-election more important than the public interest. Appointed officers must consider the future success of the party to which they owe their appointment. It is because of an alleged lack of sensitivity to the influence of public opinion that many persons fear the establishment of a permanent bureaucracy. ²⁷

The military however is not really subject to these criteria. The military man must realize that he is a hired employee, who is neither elected nor appointed, rather a creature of the civil. His allegiance to party, his public statements are baseless since he owes his existence to his competence as a technician in war, rather than to politics. Therefore it behooves him to remain silent on political issues and party matters etc. Still, he must remain responsive and responsible to the vital civilian control over him. He is accountable to that control and must never entertain any thoughts of superseding it or out-distancing it. Fortunately, in the United States, the military man is steeped in this tradition and unlike his counterparts elsewhere in the world, does not harbor thoughts of violent revolution or action to get his way or to seize power from civilian authority.

We have seen the importance of leadership and authority. Actually, leadership is necessary in our society since inequality is inherent. Action is impossible unless there is authority to decide what shall be done and to see that decisions are applied in practice.²⁸ This is true in the military set-up as well. The basis of military authority is the Army Regulation which is equivalent to civil law. These regulations grant authority to the commander and he delegates it to his subordinates in the line until it gets down to the subordinate whose job it is to define function. Similarly, the Army Regulation provides for the staff functions which aid the commander in his role of leadership.

So it is that in the Chaplain Section hierarchy of First U. S. Army, the essential role is of staff assistance. However by virtue of personal rank afforded him by Army Regulation, the Army Chaplain exercises a kind of "command" authority over his subordinates to get the job done, to accomplish the mission. As we have said before, the Army Chaplain as leader must have highly developed degrees of human, technical and most importantly, conceptual skill.

We have also see how the definitions of Dr. Ordway Tead are manifest in the operation of the Chaplain Section of First U. S. Army. Dr. Tead tells us that.....²⁹

- (a) GOVERNMENT should do for a community of people whatever they need to have done but cannot do at all or cannot do so well for themselves in their separate and individual capacity.
- (b) ADMINISTRATION is the process and agency responsible for determination of aims for which an organization and its management are to strive which establishes the broad policies under which they are to operate and which gives general oversight to the continuing effectiveness of the total operation in reaching the objectives sought.
- (c) MANAGEMENT is the process and agency which directs and guides the operations of an organization in the realizing of established aims.
- (d) SUPERVISION is that phase of management which undertakes direct face-to-face oversight of tasks assigned to individuals or small groups in order to assure correct and adequate performance.
- (e) INSPECTION is that phase of supervision designed to assure that the quantity and quality of work done at individual jobs are up to required standards. The administrator is, in this sense, an educator.

It should be obvious from our brief analysis that these roles are played either in part or in totality by the First U. S. Army Chaplain Section. Ideally, every successful operation must be permeated by them continually.

We have observed also, the pertinent elements of administrative theory as they apply to the running of the Section. An adequate communications system, a group of career professionals, a knowledge of human relations and personal problems, a technical mastery of the facets of the job, a feeling of devotion and purpose toward the position, expressions of the correct qualities of leadership and followership as well as a thorough degree of expertise in personnel administration are the basics of the Section.

We have noted the application of principles of scalar and functional process in the Section and the implications of each in the implementation of the program. We have seen also, that to improve and maintain the efficiency of any organization, as Luther Gulick has remarked, does take P O S D C O R E (i.e. planning, organization, staffing, directing, coordinating, reporting, and budgeting.) ³⁰

It is very simple to sit down and enumerate sound principles for effective administration; the hard part comes in when a person or a group sets out to make them work in actual practice in his or their realm of responsibility.

In summary, it is necessary to state and to re-state the purpose of this study and of all study in public administration. The benefit of the public must always be the paramount factor governing the public administrator. Additionally, the aim is to prove that the great political scientist, de Tocqueville, although he may have been right in the age in which he writes, nevertheless is being refuted constantly today as government expands and the professional ethic in government expands as well. The great observer wrote that the men who are entrusted with public affairs direction in the United States of America are frequently inferior, both in point of capacity and morality, to those whom Aristocratic institutions would raise to power. But their interest is identical to and confounded with that of the majority of their fellow citizens. They may frequently be mistaken or faithless but they will never systematically adopt a line of conduct opposed to the will of the majority; and it is impossible that they would give a dangerous or an exclusive tendency in the government. ³¹

And finally, contrary also to what the great educator, Robert Maynard Hutchins may think about the folly of studying public administration as a course of collegiate curriculum, ³² the course of training and education inherent in such studies is vital to the role of government today. It would even be advisable to hope that every administrator in the nation today would know something

of the mechanics and theory of public administration.

People deal with people in this world of ours. The essence of study in public administration is the facilitating of that dealing in the hope that a better and more productive society will emerge.

It is hoped that this study has contributed something to understanding of the way in which a clergyman operates in the military and above all, how he can if he so desires, put into actuality, the principles and foundations of public administration.

THE END

FOOTNOTES TO THE TEXT

1. Waldo, Dwight, Ideas and Issues in Public Administration, McGraw-Hill Company, 1953, page 86.
2. Robert L. Katz, "Skills of an Effective Administrator," Harvard Business Review, January-February 1955, p. 33.
3. Ibid. pp. 33-34.
4. Wayne G. Breehl Jr. "Ethics and the Executive," Dun's Review and Modern Industry, May 1957, page 2.
5. John M. Pfiffner and Robert V. Presthous, Public Administration, 4th Edition, Ronald Press, New York, 1960, page 5.
6. Ibid. page 347.
7. Ibid. page 92.
8. A. Harry Passow, "A Conception of Leadership for Trainers," TA & D Informational Bulletin (Department of Defense) Winter, 1953, page 1.
9. Ibid. page 8.
10. Dwight Waldo, Ideas and Issues in Public Administration, McGraw-Hill Co. 1953, page 92.
11. Ibid. page 86.
12. Marshall Dimeck, Administrative Vitality: The Conflict with Bureaucracy. Harper Co. New York, 1959, page 117.

FOOTNOTES (cont.)

13. Ibid. page 102.
14. Dwight Waldo, Ideas and Issues in Public Administration, Mc Graw-Hill Co. 1953, page 113.
15. Ibid. page 351.
16. Ibid. page 184.
17. Gatheryn Seckler-Hudson, Processes of Organization and Management, Public Affairs Press, Washington, 1948. page 2.
18. John M. Pfiffner and Robert V. Presthus, Public Administration, 4th Edition, Ronald Press, 1960, Page 136.
19. Robert L. Katz, "Skills of an Effective Administrator," Harvard Business Review, January-February 1955, page 33.
20. From a speech delivered to the Student Body of the Hebrew Theological College, 1957 by Rabbi David Kaganoff, entitled, Jewish Ethics: A Continuing Battle.
21. John Mm Pfiffner and Robert V. Presthus, Public Administration, 4th Edition, Ronald Press, 1960, page 239.
22. Ibid. page 367.
23. Ibid. page 369.
24. Ibid. page 401.

FOOTNOTES (Cont.)

25. John M. Pfiffner, Supervision of Personnel, Prentiss-Hall, 1958.
26. Frederick G. Irion, Public Opinion and Propaganda, Thomas Y. Crowell Co. New York, 1950, p. 560.
27. Ibid. page 359.
28. R. H. Tawney, Equality, Harcourt and Brace Co. New York, 1931, page 138.
29. Ordaway Tead, The Art of Administration, McGraw-Hill, 1951.
30. Frederick G. Irion, Public Opinion and Propaganda, Thomas Y. Crowell, New York, 1950, page 338.
31. Taken from DEMOCRACY IN AMERICA (de Tocqueville) as quoted in Public Opinion and Propaganda, by Professor Irion, page 556.
32. Dwight Waldo, Ideas and Issues in Public Administration, Mc Graw-Hill Co. 1953, page 224.

BIBLIOGRAPHY

- Dimeck, Marshall, Administrative Vitality: The Conflict with Bureaucracy, Harper Co. New York: 1959.
- Irlon, Frederick G. Public Opinion and Propaganda, Thomas Y. Crowell and Co. New York, 1950.
- Pfiffner, John M. Supervision of Personnel, Prentiss-Hall, 1958.
- Pfiffner, John M. and Presthus, Robert V. Public Administration, 4th Edition, Ronald Press, New York, 1960.
- Seckler-Hudson, Catheryn, Processes of Organization and Management, Public Affairs Press, Washington, 1948.
- Tawney, R. H. Equality, Harcourt and Brace Co. New York, 1931.
- Tead, Ordway, The Art of Administration, Mc Graw-Hill, 1951.
- Waldo, Dwight, Ideas and Issues in Public Administration, Mc Graw-Hill, 1953.

BIBLIOGRAPHY (cont.)

ARTICLES

Broehl, Wayne G. "Ethics and the Executive", Dun's Review and Modern Industry, May 1957.

Katz, Robert L., Skills of an Effective Administrator, Harvard Business Review, January-February, 1955.

Passow, A. Harry, A Conception of Leadership for Trainers, TA & D, Informational Bulletin, Department of Defense, Washington, 1953 (Winter).

LECTURE

Rabbi David Kaganoff, delivered at Hebrew Theological College, Chicago, 1957 on subject: Jewish Ethics: A Continuing Battle.

SUPPLEMENTARY BIBLIOGRAPHY

Merrill, Francis E. and Didrege, H. Wentworth, Culture and Society, Prentiss-Hall Inc. 1952.

Powell, Norman J. Personnel Administration in Government, Prentiss-Hall, 1956.

BIBLIOGRAPHY OF MILITARY REGULATIONS

Army Regulation	165-15	Religious Services
Army Regulation	165-15	Religious Education
Army Regulation	165-15	Character Guidance
Army Regulation	165-15	Pastoral Activities
Army Regulation	600-20	Command
Army Regulation	345-15	Correspondence
Army Regulation	120-5	Programming
Army Regulation	37-100	Management

APPENDICES

I

APPENDIX I

JOB
DESCRIPTIONS

PAGE

ENLISTED PERSONNEL..... a & b
CIVILIAN PERSONNEL..... c thru f

CHIEF ADMINISTRATIVE NCO

Responsible for all administrative functions in the section.

1. The Chief Clerk (M/Sgt) is responsible for routine internal administration pertaining to the Office of the Army Chaplain and reports directly to the Chief of the Administrative, Program and Budget Activity (Assistant Army Chaplain).
2. Operates section message center and records and routes incoming correspondence. Assigns changes and controls suspense dates as appropriate.
3. Checks, records, and dispatches outgoing correspondence for the section.
4. Supervises and maintains central files and reference library for the Chaplain Section to include files of correspondence, reports, Army regulations, circulars, memoranda, and other pertinent documents.
5. Maintains administrative control of classified papers and documents within the Section and is responsible for their security.
6. Performs routine personnel administration for officer, enlisted and civilian personnel assigned to the section.
7. Maintains duty roster for the Section.
8. Acts as liaison between Headquarters Company and the Chaplain Section on matters pertaining to the administrative control of assigned enlisted personnel.
9. Is responsible for all non-expendable equipment held in the Chaplain Section.
10. Receives, receipts for, stores, and issues authorized expendable office supplies.
11. Is responsible for operation of suspense files for the section.
12. Is responsible for current file and roster of chaplain enlisted assistants assigned to all Active Duty Chaplains in the First US Army.

SECRETARY STENO

1. Takes and transcribes dictation of correspondence, telephone conversations, and other information for which a typewritten record is desired.

2. Receives and refers telephone calls and office visitors.

3. Prepares correspondence, sets up and keeps office files current, and performs the following related clerical and administrative type duties:

a. Keeps Army regulations and other numbered directives posted up-to-date; requisitions published material needed by the office; maintains suspense on publications and blank forms to be requisitioned.

b. Purchases office supplies at SSSC and maintains office supplies at authorized operating level.

c. Keeps record of telephone toll calls and prepares weekly telephone report.

d. Prepares other reports as directed by the Chief Clerk.

4. Represents the Chief Clerk in his absence.

5. Performs other duties as directed.

ADMINISTRATIVE ASSISTANT (GS 341-6)

1. As Programing and Budgeting Assistant and Secretary to the First US Army Chaplain, formalizes all work in connection with chaplain programing, budgeting and chaplain activities reports, and performs a variety of duties in connection with the administrative phases of chaplain operations to assist chaplains in implementing the Chaplain Program in the First US Army Area.

2. In connection with her responsibility as Programing and Budgeting Advisor to the First US Army Chaplain, performs the following duties:

a. Studies, analyzes and interprets budget directives and special requirements; correlates projected requirements, trends, mission implications and current obligations; prepares data submitted on chaplain budget requirements from the field; and reviews past records for the preparation of the Chaplain portion of the First US Army Operating Program.

b. Reviews and analyzes the chaplain portion of the field installation operating programs and quarterly Cost and Performance Summary Reports for adequacy of justification and validity of resource requirements in relation to program objectives and operations as outlined in the First US Army Operating Program.

c. Composes letters, directives and guidance material for information of field installation chaplains to assist them in the accomplishment of their mission. Advises installations on criteria and purchase of non-standard items of religious supplies and equipment locally procured.

d. Upon receipt of chaplains' individual quarterly activities reports (LA Form 16-1) and quarterly consolidated reports from installations, makes a thorough check on computations for accuracy and for inclusion of all data necessary for the preparation of the First US Army Consolidated Chaplain Activities Report (LA Form 16-1). Prepares the First US Army Chaplain's Review and Analysis for submission to Headquarters, US Continental Army Command.

e. From data submitted in Cost and Performance Summary Reports and Chaplain Activities Reports from field installations, develops a narrative, statistical, and graphic analysis of percentage participation achievements in chaplain activities for the Army Commander's quarterly Review and Analysis briefing.

f. Prepares annual schedule for Army Chaplain Section's TLY travel in connection with staff visits, inspections, conferences, and office supplies. Maintains records of TLY and supply funds and recommends economies to be effected whenever possible.

3. Performs the following in connection with her secretarial duties:

a. Compiles, prepares, and edits the First US Army Chaplain's Monthly Newsletter, which incorporates the Chief of Chaplains' and USGMA's Guidelines, and is published and distributed to all active duty and reserve component chaplains in the First US Army Area and staff chaplains of other commands, Army-wide.

b. Checks files, Army Regulations, directives, and makes telephonic inquiries to obtain and verify data for chaplains to utilize in preparation of correspondence, briefings, and public addresses. Composes replies to correspondence when directed by superiors or on her own initiative, when necessary to meet a suspense date.

c. Takes dictation and transcribes into final form letters, memoranda, speeches for special occasions, invocations and benedictions, reports, and a variety of miscellaneous material. Edits material for clarity and grammatical correctness, inserts proper punctuation and capitalization, checks accuracy of cited reference sources, follows applicable rules governing style and format in setting up and typing narrative and statistical material, and insures that appropriate inclosures are included. Types stenographic notes in final form without intermediate rough drafts, unless dictator wishes to make further revisions.

d. Receives telephone inquiries and visitors to the Army Chaplain. Ascertains the nature of their requirements and furnishes information on matters within her sphere of responsibility and knowledge. If chaplains are not available, makes future appointments for visitors or callers in accordance with current schedules. Maintains up-to-date calendar of special events, appointments and commitments, keeping chaplains informed of such appointments and any special requirements.

e. Maintains all records and files in connection with her work.

ADMINISTRATIVE DUTIES

1. Responsible for the preparation, development, execution, and review and analysis of the chaplain portion of the Army Command Program.

2. Reviews Chaplain program objectives, resource requirements and availability, and prepares reports, charts, and statistical data based on the review and analysis, and such other data and reports as may be required by the Programs and Budget Branch of the G1 Section, this headquarters.

3. Obtains, reviews, and analyzes budget requirements from chaplains in the field.

4. Prepares budget estimates and requirements for Chaplain Activities in the First U. S. Army Area.

5. Reviews and analyzes the chaplain portion of the Operating Programs and Budget Execution Plans of field installations.

6. Processes, analyzes, and reviews Chaplain Activities Reports to determine the progress of the chaplain portion of the First U. S. Army Operating Program and the effectiveness of Program execution in the field.

7. Responsible for preparation and dispatch of the consolidated Chaplain Activities Report for the First U. S. Army.

8. Responsible for the printing and distribution of the First U. S. Army Chaplain's Monthly Newsletter, and for the preparation of that portion of it which pertains to administrative procedures, chaplain supply, and chaplain programs and budget.

As assistant to the Deputy Army Chaplain in charge of Personnel and Training, maintains liaison with various agencies in connection with the procurement of clergy for commissioning in the Chaplain Branch; assists in the preparation of training plans for Reserve Component and Active Duty Chaplains; maintains vital personnel records on Reserve Component and Active Duty Chaplains; performs a variety of secretarial and stenographic duties.

1. Takes pertinent information from applicants and reviews applications for commissioning in the Chaplain Branch; provides verbal and written technical information regarding the Chaplain Branch; supplies appropriate forms and assists in completion of their applications; forwards completed application papers to appropriate staff agencies. Maintains suspense file of applications; checks applicants' status periodically with Department of the Army Chief of Chaplains' office, First US Army AG, or II US Army Corps. Receives telephone inquiries and furnishes information regarding status of applications and prerequisites for commissioning.

2. In connection with administering training programs for chaplains:

- a. Reviews Reserve and National Guard Chaplain Records to determine seniority among chaplains of units; composes draft letters to commanding generals of II and XIII US Army Corps, State Adjutants, and commanding generals of class I installations requesting attendance of senior supervisory chaplains; completes correspondence; assists Deputy Army Chaplain in preparing the agenda for annual First US Army Supervisory Chaplains' Training Conference.

- b. Prepares recommendations for selection of chaplains for summer annual active duty for training by consulting records and determining chaplain availability. Composes draft letters containing guidance for active duty army chaplains at training sites, indicating training objectives and providing ANACDUTA schedule of major units. Furnishes appropriate personnel Program of Instruction for 15 hour supplemental branch training, supply of Army certificates of course completion, critique sheets and chaplain activities forms. Maintains suspense file of all actions to be performed in connection with chaplain training (para 2a & b) and submits to Deputy Army Chaplain on schedule.

3. Updates and revises personal data sheets of approximately 450 Reserve, National Guard and Active Duty chaplains in First US Army area; maintains individual current status cards used for frequent reference; develops and maintains accurate chaplain rosters and wall charts.

4. Takes and transcribes dictation; types memoranda, speeches for special occasions, invocations and benedictions, reports and a variety of miscellaneous material concerning chaplain personnel and training functions from brief oral instructions, drafts, or standard forms. Checks accuracy of cited reference sources, follows applicable rules governing style and format and insures appropriate inclosures are included. Sets up and maintains correspondence files. Makes appointments and keeps Deputy Army Chaplain informed of daily schedule of activities.

5. During absence of Deputy Army Chaplain on TDY, takes charge of matters pertaining to the personnel and training, referring decisions to Army Chaplain or notifying individuals of supervisor's absence indicating approximate date when action will be completed.

6. Performs other duties as assigned.

APPENDIX II

THE FIRST UNITED STATES ARMY
CHAPLAIN

FIVE YEAR PROGRAM

FIRST U.S. ARMY



CHAPLAIN FIVE-YEAR PROGRAM

FY 1965--1969

FOREWORD

1. Purpose.

a. This document outlines the Five-Year Program of the First US Army Chaplain for the period Fiscal Year 1965 through Fiscal Year 1969.

b. The purpose of this program is to:

(1) Insure the development of a systematic, balanced, complete, realistic, and relatively uniform year-to-year program to support the religious and moral needs of this command in accordance with mission requirements, existing resources and anticipated fiscal authorizations.

(2) Provide information and guidance on which to base chaplain policy decisions and actions.

(3) Provide a sound and continuing basis for developing, formulating, and executing the annual program and budget for each fiscal year.

(4) Insure the implementation of those aspects of the Five-Year Programs of the Chief of Chaplains and of the Chaplain, USCONARC that are applicable to this command.

(5) Provide the Chaplain, USCONARC, with an evaluation of the progress of this program as it is being carried out within this command.

2. Scope. The Five-Year Program outlines the objectives, policies, and responsibilities of the First US Army, Corps and Installation Chaplains, within the First US Army in areas of Personnel, Training, Professional Services, Programing and Budgeting, Public Relations and Chapel Construction.

3. Assumptions. This program is based on the following major assumptions:

a. That the strength of this command will remain at approximately its present level.

b. That military personnel of age twenty-five or under will comprise more than 50% of the total active strength.

c. That the authorized manning level for chaplains in this command will remain approximately at or near present authorizations, with minor fluctuations, depending upon the mission of this command.

d. That international and domestic tensions will continue to create a need for flexible religious programs at each station to support military personnel and their families under complex, changing and difficult circumstances of separation and travel.

e. That the present vigorous command and fiscal support of the Religious and Character Guidance Activities of this command will continue.

4. Requirements.

a. Chaplain activities must be geared to the religious and moral needs of personnel of this command under complex, changing, and at times, difficult circumstances.

b. A continuing emphasis on the military and professional training of chaplains should integrate the religious program into the total life of their command, and provide opportunity to develop their professional fitness to serve military personnel under varied conditions of modern warfare.

c. A vigorous program of public information, community and church relations must be exerted to acquaint the public with the religious and moral welfare of the command.

5. Format. This document is divided into three major parts. Part One describes the general objectives and policies of the various segments of the program; Part Two contains responsibilities for the operation of the program and related references. Part Three contains projected schedules outlining the progress of the program over a five-year period.

6. Publication. This program will be updated and published annually to insure that planning remains five years in advance.

Edward J. Saunders

EDWARD J. SAUNDERS
Chaplain (Colonel) USA
First US Army Chaplain

TABLE OF CONTENTS

	<u>Para</u>	<u>Page</u>
<u>PART ONE - OBJECTIVES AND POLICIES</u>		
I - OBJECTIVES		
Personnel	1	1
Training	2	1
Professional Services	3	1
Character Guidance	4	3
Programing and Budgeting	5	3
Public Relations	6	4
Chapel Construction	7	5
II - POLICIES		
Personnel	1	6
Training	2	6
Professional Services	3	7
Character Guidance	4	8
Programing and Budgeting	5	9
Public Relations	6	9
Chapel Construction	7	10

Para Page

PART TWO - RESPONSIBILITIES AND REFERENCES

I - RESPONSIBILITIES

Personnel	1	11
Training	2	12
Professional Services	3	14
Character Guidance	4	15
Programming and Budgeting	5	15
Public Relations	6	15
Chapel Construction	7	16

II - REFERENCES

Personnel	1	17
Training	2	17
Professional Services	3	18
Character Guidance	4	18
Programming and Budgeting	5	18
Public Relations	6	19
Chapel Construction	7	19

PART THREE - PROJECTED SCHEDULES

Personnel Schedule	1	20
Training	2	21
Professional Services Schedule	3	22
Character Guidance	4	22
Programming and Budgeting	Schedule I	23
	Schedule II	24
Tentative Chapel Construction Schedule	6	25

PART ONE

I - OBJECTIVES

1. Personnel.

a. To fill all authorized chaplain position vacancies according to denominational requirements of the Active Army, within the policies and quota limitations directed by the Department of the Army and Chief of Chaplains, by promoting the recruitment of qualified clergy and Civilian Component Chaplains in this command.

b. To assist the States Army National Guard and US Army Corps in filling all authorized chaplain position vacancies according to denominational requirements of the Army National Guard and Army Reserve in this command by promoting the recruitment of qualified clergy.

c. To promote the enrollment of seminarians in the Second Lieutenant Staff Specialist Program (Divinity Students - MOS ,0001) within the policies and quota limitations directed by the Department of the Army and Chief of Chaplains.

d. To insure all chaplains assigned in this command are provided with qualified enlisted chaplain assistants (MOS 718). (Para 10, AR 165-15)

2. Training.

a. To develop proficiency of all Army chaplains in this command in their professional and military duties.

b. To train chaplains as effective staff officers.

c. To prepare all chaplains for mobilization requirements.

d. To integrate chaplain functions and activities with appropriate training programs - insuring participation in field and command post exercises.

e. To supervise fifteen hour chaplain supplemental branch training courses for Reserve Component chaplains and eight hour courses for chaplain assistants during the two week summer training periods (ANACDUTRA) at Camp Drum, N. Y., Fort Dix, N. J., and Fort Devens, Mass., as required by 1A Reg 350-401, 9 Apr 63 with Changes 1, 24 Jan 64, and Appendix VI, Annex AA, USCQONARC Training Directive with Change Order No 1; 6 Apr 64.

3. Professional Services. To provide guidance, support and technical assistance for an adequate and effective program of religious and character guidance activities for all eligible personnel of this command, to include:

a. Religious Services.

(1) Continued emphasis on religious services, including the observance and appropriate publicity of special rites and Holy Days by coordinating schedules and duties to provide maximum opportunity for personnel to attend during off-duty time. (Para 4, AR 165-15)

(2) Weekly participation of 26% or more of accountable personnel in religious services at class I installations serviced by the chaplains of this command, based upon population served, as defined in the First US Army Management Structure for each appropriate fiscal year. (Para 1c(1), Sec III, 1A Oper Prog, FY 65)

(3) The establishment and support of appropriate religious interest groups in furtherance of the religious life of commands, such as: Protestant Men of the Chapel, Protestant Women of the Chapel, Military Council of Catholic Men, Military Council of Catholic Women, Jewish Brotherhood, Jewish Sisterhood, and associated youth groups. (Para 14a(2)(b)(6), CON Reg 11-100)

(4) Assistance to local Army commands and communities in the planning and conduct of special patriotic services, such as National Day of Prayer, Thanksgiving Day, Law Day, Armed Forces Day, Memorial Day, Independence Day or similar appropriate occasions. (Para 3f, AR 165-15)

(5) Promotion of special religious and spiritual activities to support higher morality, increased religious and patriotic motivation, and spiritual expression, by periodic and intensified religious services and activities on such occasions as Tri-Faith Religious Emphasis Week, Christmas, Lent, Holy Week, Passover, and Rosh Hashana, and other similar days and seasons of religious significance.

(6) Provide and support religious retreats on a local or area basis for all age groups participating in the religious retreats program. (Para 4a, AR 165-15 and CON Cir 165-5)

b. Religious Education.

(1) Provision of widespread opportunities for religious education to include Sunday and Sabbath Schools, adult classes of instruction, catechism classes, religious films, Bible classes, private instruction and group parish activities. (Para 4b, AR 165-15)

(2) Weekly participation of 7.75% or more of accountable personnel in religious education programs at class I installations serviced by chaplains of this command, based upon population served, as defined in the First US Army Management Structure for each appropriate fiscal year. (Para 1c(2), Sec III, 1A Oper Prog)

(3) Emphasis on the needs of younger military personnel in religious education planning and programming.

(4) Employment of Directors of Religious Education as required for support of the religious education program at installations. (Para 14a(1)(g), CON Reg 11-100, and Letter, AGAM-P(M)(7 Feb 63), CHPL, DA, 19 Feb 63, subject: Utilization of Personnel in Religious Education Activities)

(5) Conduct annual Religious Education Teacher Training Workshops for each major faith, to include teacher training sessions, with utilization and application of religious films and other audio visual aids appropriate to various educational curricula. (Para 14a(2)(b)(5), CON Reg 11-100)

c. Pastoral Activities.

(1) Provision of Pastoral Activities by chaplains, to include counseling, interviews, stockade and hospital visits, visits in the field, shops and dayrooms. (Para c, AR 165-15)

(2) Monthly participation of 16% or more of accountable personnel at class I installations serviced by chaplains in this command, based upon population served, as defined in the First US Army Management Structure for each appropriate fiscal year. (Para 1c(4), Sec III, 1A Oper Prog)

4. Character Guidance.

a. The support of commanders in Character Guidance instruction and such other moral programs as indicated in the goals of the First US Army Character Guidance Program. (Para 5 and 6b(1), AR 600-30)

b. Monthly participation of 87% or more of accountable personnel at class I installations served by chaplains of this command, based upon military population served present for duty, as defined in the First US Army Management Structure for each appropriate fiscal year. (Para 1c(3), Sec III, 1A Oper Prog)

5. Programing and Budgeting.

a. Develop from existing resources adequate Religious Education and Religious Social Facilities not included in the military construction program. This program is phased on a five-year basis with 100% of the requirements to be accomplished in FY 65. Modification and rehabilitation of existing facilities will be costed against 9030.1600, with expenses for supplies and equipment charged against 9020.1.

b. Maintain adequate religious worship facilities at United States Army Air Defense Command tactical sites.

c. Maintain adequate religious services and facilities in installation stockades and hospitals.

d. Employ auxiliary chaplains, when essential major faith worship for military personnel is required, or purchase essential religious services as emergency end product. (Con Reg 165-2 and 1A-Reg 165-35)

e. Support annual Religious Education Teacher Training Workshops for each major faith.

f. Provide and support religious retreats on a local area basis for all age groups participating in the religious program.

g. Improve exterior appearance of chapels, active and inactive. Measures to be taken on active chapels include landscaping, exterior painting, installation of glass doors, and other improvement efforts which will create an over-all sense of dignity and worshipfulness comparable to civilian church facilities in the surrounding area. Inactive chapels will be maintained at a level of useful readiness in the event of reactivation.

h. Operate and maintain sufficient chapels and religious education facilities, including the repair, renovation and replacement of furniture and equipment, to insure capability for meeting the highest standards of religious worship and related activities.

i. Develop a schedule for timely replacement of electric organs in chapels to prevent excessive maintenance costs. (For this purpose, electric organs ten years of age or more requiring major repairs are to be considered as economically unrepairable.)

j. Support employment of civilian specialists and consultants for Religious Education programs at major installations.

6. Public Relations.

a. Maintain liaison with local ecclesiastical leaders and religious agencies.

b. Promote cordial relations with local civilian churches, religious and civic organizations.

c. Provide information concerning the Army Chaplaincy and local Army religious activities to Information Officers for release to the general public.

7. Chapel Construction and Maintenance.

a. Complete plans through consultations, recommendations and inspections for the construction and completion of permanent-type chapel centers with religious educational facilities, and regimental chapels at each class I installation in this command as provided by AR 210-115, AR 210-20, and AR 415-31.

b. Update and check maintenance guides (as in para 5i above)

II - POLICIES

1. Personnel.

a. Under the provisions of para 13, AR 165-15, a chaplain will not be assigned duties incompatible with his office.

b. Commanders will provide chaplains with enlisted assistants who possess skills and qualities of character suitable to the duties performed, as indicated in AR 611-201, AR 611-203, and AR 165-15.

c. In cases where assigned chaplains are insufficient in number or denomination to care for the religious needs of personnel, commanders are authorized and encouraged to secure the services of chaplains from other units or installations. Under the provisions of para 12b, AR 165-15, commanders of units with assigned chaplains will cooperate in making their chaplains available for this purpose.

d. In addition to conducting religious services and performing religious rites and ministrations, the chaplain is a member of the commander's staff and, as such, will advise the commander and staff on matters pertaining to religion, morality and morale as affected by religion, and the work of subordinate chaplains in the command. He will furnish the commander and staff with information, estimates, recommendations and plans within these fields. The chaplain will perform the normal duties of a Staff Officer, as indicated in FM 101-5 and AR 165-15.

e. Under the provisions of CON Reg 165-2 and 1A Reg 165-35 commanders are encouraged to request the appointment of Auxiliary Chaplains where essential (religious) coverage by Active Duty chaplains is not available, or to obtain essential worship services from civilian clergy or community as an emergency end product (contractual services).

f. Qualified clergy will be contacted and recruited to fill authorized chaplain position vacancies in the Army Reserve and National Guard.

g. Support will be given to attain maximum effectiveness and highest standard of chaplain activities in the most economical manner. Application of this objective includes achievement of maximum chaplain's service preparedness for expanded role in wartime.

2. Training. It is the policy of the Army Chaplain:

a. To insure continuous training of Active Army and Reserve Chaplains and enlisted chaplain assistants through the media of on-the-job training and monthly chaplain training conferences at installations.

b. To promote enrollment of all chaplains in the US Army Chaplain School extension course program, and of Reserve Component chaplains in the USAR School program.

c. To promote and support chaplain training in resident courses of instruction at the US Army Chaplain School by filling all student quotas authorized this command and publicizing courses of instruction available for chaplains.

d. To maintain active liaison with First US Army Deputy Chief of Staff for Operations and Training and the USCONARC Chaplain on training policies, and with US Army Corps Chaplains and Chaplain Branch Directors of USAR Schools on matters pertaining to the supervised training of chaplains.

e. To promote, supervise and insure the implementation of the supplemental branch training of Civilian Component Chaplains and Chaplains' Assistants on ANACDUTRA in this command area.

f. To supervise the training of "Mobilization Designee" chaplains assigned to the First US Army Chaplain Office during their period of ANACDUTRA, and insure their continuous training during Reserve duty periods.

g. To inform all Second Lieutenant Staff Specialists (Divinity Students) of training opportunities available at the US Army Chaplain School, as well as of training materials available for study, such as the Military Reading List recommended by USCONARC, correspondence and newsletters, etc.

h. To publish monthly chaplain guidelines. (Pg 11-12, CON Oper Prog)

i. To conduct annual First US Army Training Conferences for chaplains of all components for briefing in and discussion of existing policies and directives. (Para 14a(2)(b)(1), CON Reg 11-100)

j. To insure the implementation, through guidance and visits, of the Chaplain and Chaplain Assistants' training programs and projects prepared by the US Army Chaplain School and approved by USCONARC for the Reserve Duty Training of Civilian Component Chaplains and Chaplain Assistants.

k. To provide opportunities for formal training in Religious Education and Leadership development. This should include teacher training courses, and utilization and application of religious films and other audio-visuals to the appropriate educational curricula.

3. Professional Services.

a. Religious services, religious education, and pastoral activities will be provided in accordance with the provisions of AR 165-15.

b. Utilization of the Armed Forces Unified Religious Education Curricula will be encouraged to the maximum extent possible.

c. Certification of religious education directors authorized by local commanders, using local funds, will be obtained through technical channels from the Office of the Chief of Chaplains.

d. Frequent acceptance of Sunday or Sabbath pulpit or Mass invitations in civilian communities by military chaplains is discouraged.

e. Emphasis will be continued to stress increased religious and moral development of military personnel, especially for the young soldier. Maximum opportunity in off-duty time should be provided.

f. Maximum emphasis will be given to establishing and renewing appropriate religious interest groups, such as Protestant Men of the Chapel, Protestant Women of the Chapel, Military Council of Catholic Men, Military Council of Catholic Women, Jewish Brotherhood and Jewish Sisterhood.

4. Character Guidance.

a. Character Guidance instruction will conform to provisions of AR 600-30, and will follow topic schedules published by USCONARC. Instructional materials and training aids provided by the Department of the Army and Chief of Chaplains will be used.

b. The Character Guidance Program is a command responsibility. Whenever possible, a chaplain will serve on the Character Guidance Council by order of the Commander.

c. Peacetime Priority:

- (1) Religious Services.
- (2) Religious Education.
- (3) Pastoral Activities.
- (4) Character Guidance.

d. Mobilization Priority:

- (1) Religious Services.
- (2) Pastoral Activities.
- (3) Character Guidance.
- (4) Religious Education.

5. Programing and Budgeting.

a. Consolidate all Quarterly Chaplain Reports (DA Form 16-1) from subordinate commands for review and analysis and submission to First US Army DCSPER and CONARC by the 15th day following completion of each fiscal year quarter. (DA Form 16-1 is pending revision)

b. Provide the most effective religious program in the most economical manner.

c. Insure a balanced program financed within a realistic budget ceiling as indicated in the First US Army and Installation Operating Programs,

d. Request and utilize Central Post Welfare Funds or other non-appropriated funds as a supplementary source of financial support, where appropriated funds are not available (Certificate of Non-availability required).

e. Program and budget according to 1A Operating Program, 1A Management Structure, and CONARC Operating Program.

f. All CONUS depot stocked items of standard ecclesiastical supplies and equipment in FSC 9925, organs in FSC 7710 and Bulletin Board in FSC 7195 will be programed and funded by Chief of Chaplains. (See TA 50-992, 26 Aug 63 with Changes 1, 19 Feb 64 and Changes 2, 6 Apr 64; and TA 50-9893, 25 Mar 64, for authorized allowances.)

g. Local purchase may be made of chapel furniture, ecclesiastical equipment and supplies (excluding sacred vessels) which are not otherwise provided in DA SM 10-2-C6-21-PL (Federal Supply Catalog C6-21-PL), but required for support of the chaplain's mission and used exclusively in that role. (C3, AR 715-30, and CON and 1A Oper Progs)

6. Public Relations.

a. Chaplains are encouraged to participate in local public events by invocations, benedictions, ceremonies and addresses, after clearance with local Information Officer.

b. Chaplains will coordinate all public relations activities with the Information Officer and conform to locally established policy.

c. Release of information to the public will be in accordance with the provisions of AR 360-5 and 1A Reg 360-5, 26 June 1963.

7. Chapel Construction and Maintenance.

a. In accordance with the policy of the Chief of Chaplains, Post Chaplains should be members of installation planning boards, that when consideration is being given to chapel construction, requirements and determination of construction priorities can be considered in light of the importance and relationship of the chapel to the over-all mission of the installation.

b. Each chapel or chapel facility will display posted maintenance charts showing frequency and types of cleaning and lubrication needed.

c. Active chapels and chapel facilities will be so maintained as to assure highest standard of chapel services for the period of their active use.

d. Inactive chapels, or those on a standby basis, will be so maintained as to preserve a decent exterior appearance and assure preservation of building and its appurtenances for ready conversion to active use.

(4) Recommend the assignment of chaplains in the US Army Reserve to fill vacancies in troop program units in their Corps. In this connection, consideration will be given to denominational requirements.

(5) Correspond, advise and confer with Civilian Component Chaplains and Second Lieutenant Staff Specialists (Divinity Students) on personnel matters through their units.

(6) Maintain a card file and roster of all Civilian Component Chaplains, as well as Second Lieutenant Staff Specialists (Divinity Students), in the Corps area that provides current up-to-date information on each Chaplain and Staff Specialist to include name, grade, date of rank, service number, denomination, home address, church or business address, unit of assignment, address of unit, periods of ANACDUTRA, and courses of instruction completed at military schools in residence or through Army extension courses.

2. Training.

a. The Army Chaplain is responsible for:

(1) Supervising and coordinating matters pertaining to the training of chaplains of all components in this command.

(2) Providing supervision, guidance and coordination for the supplemental branch training of Civilian Component Chaplains and Chaplains' Assistants on ANACDUTRA in First US Army.

(3) Distributing Programs of Instruction for supplemental branch training of Civilian Component Chaplains and Chaplains' Assistants on ANACDUTRA, and available training aids to support this instruction on a "need to use" basis.

(4) Recommending chaplain personnel for assignment in support of Civilian Component Chaplain training on ANACDUTRA at Camp Drum, New York.

(5) Advising and assisting the US Army Corps Chaplains and Division and Senior Staff Chaplains of the Reserve Forces on matters pertaining to the training of Chaplains.

(6) Inspecting the status of training of Active Army Chaplains at installations in this command area and Reserve Forces Chaplains at ANACDUTRA sites in order to provide necessary guidance and to determine degree of compliance with training directives of this and higher headquarters.

PART TWO

I - RESPONSIBILITIES

1. Personnel.

a. The Army Chaplain will:

(1) Provide guidance and information on the recruitment of chaplains for the Active Army and the Army National Guard, as well as supervisory guidance and information on the recruitment and assignment of chaplains for the First US Army Reserve units.

(2) Screen applications of all clergy residing in this command for appointment as chaplains in the USAR with or without concurrent active duty, and make appropriate recommendations relative to their appointment.

(3) Screen applications of clergymen for appointment as Auxiliary Chaplains to installations in this Army area and make appropriate recommendations relative to their assignment.

(4) Advise the Adjutant General regarding assignments of Chaplain Enlisted Assistants (MOS 718) to installations in this Army area.

(5) Maintain liaison with First US Army Deputy Chief of Staff for Personnel and the Office of the Chief of Chaplains on personnel matters.

(6) Maintain a current and up-to-date card file and roster of all Civilian Component Chaplains and Second Lieutenant Staff Specialists (Divinity Students - MOS .0001) in First US Army area.

b. The US Army Corps Chaplain will:

(1) Promote and implement the recruitment of chaplains for the Active Army and for the US Army Reserve, in their respective Corps areas, in accordance with policy and guidance received from the Chief of Chaplains and the First US Army Chaplain.

(2) Promote and implement the recruitment of theological students, in their respective Corps areas, for appointment as Second Lieutenants in the Staff Specialist Branch (Divinity Students - MOS .0001) of the US Army Reserve, in accordance with policy and guidance received from the Chief of Chaplains and the First US Army Chaplain.

(3) Screen the applications of civilian clergymen, residing in their respective Corps areas, for appointment in the US Army Reserve without extended active duty; and the applications of theological seminary students applying for appointment in the USAR as Second Lieutenant Staff Specialists (Divinity Students - MOS .0001).

(7) Publicizing resident courses of instruction at the US Army Chaplain School available for Civilian Component Chaplains and promoting the enrollment of all chaplains in the nonresident Program of Instruction of the US Army Chaplain School.

(8) Maintaining active liaison with First US Army Deputy Chief of Staff for Operations and Training, the USCONARC Chaplain, and US Army Corps chaplains on training policies and matters pertaining to chaplain training.

(9) Supervising the training of mobilization designee chaplains assigned to this section during their periods of ANACDUTRA and insuring their continuous training during Reserve Duty periods.

(10) Publicizing training opportunities available for Second Lieutenant Staff Specialists (Divinity Students) at the US Army Chaplain School and providing these Staff Specialists in First US Army area with lists of approved training material available for reading and study.

(11) Planning for the introduction of chaplain activities and "play" into Command Post and Field Exercises conducted by this headquarters and supervising the introduction of chaplain problems into these exercises.

(12) Disseminating information of technical and professional interest to chaplains of all components in the First US Army through the medium of a monthly newsletter.

b. The US Army Corps Chaplain is responsible for:

(1) Supervising, coordinating and implementing the training of US Army Reserve Chaplains within the Corps area, and coordinating matters pertaining to chaplain training with the Army National Guard.

(2) Screening applications from USAR Chaplains for attendance at Resident Courses of Instruction at the US Army Chaplain School; filling authorized student quotas for his Corps; and publicizing training opportunities available for Civilian Component Chaplains at the US Army Chaplain School, to include chaplain enrollment in the Army Extension Course Program.

(3) Maintaining active liaison with US Army Corps; the First US Army Chaplain; Chaplain Branch Directors of USAR Schools; Division Chaplains and the Senior Staff Chaplains of the Civilian Components in their Corps, on matters pertaining to chaplain training.

(4) Screening applications of US Army Reserve Chaplains, assigned to Control Groups in their Corps for ANACDUTRA, and making recommendations for their active duty training within man-day space authorizations and funding ceilings.

(5) Supervising, coordinating and implementing the Reserve Duty Training of USAR Chaplains in their Corps, to include the study and solution of scenario-type chaplain problems during Reserve Duty Training and provision of necessary guidance for Military Reading and study of USAR Control Group Chaplains and Second Lieutenant Staff Specialists (Divinity Students).

(6) Inspecting the status of Army Reserve chaplain training at Reserve duty training assemblies and Army Reserve and National Guard chaplain training at ANACDUTRA sites within their Corps areas.

c. Post Chaplains are responsible for:

(1) Supervising the branch and/or technical training of Active Duty chaplains assigned to their installation, to include on-the-job training and the conduct of monthly chaplain training conferences.

(2) Supervising and coordinating the fifteen-hour mandatory supplemental branch training of Civilian Component Chaplains on ANACDUTRA at their installation and providing logistical support for the conduct of this training.

(3) Maintaining liaison with the installation DCSOPS, Staff Chaplains of major units of the USAR and the ARNGUS training at their installation, and the Army Chaplain on matters pertaining to the training of chaplains.

(4) Visiting chaplains assigned to their installation and advising and conferring with them on matters pertaining to their professional and military development.

(5) Supervising the conduct of on-the-job training for Chaplain Enlisted Assistants at their installation, and conducting training conferences for them, as required.

3. Professional Services.

a. The Army Chaplain is responsible for providing guidance, support, and technical assistance to insure an effective program of religious activities for military personnel, their dependents, and authorized civilian personnel in this command.

b. Installation chaplains are responsible for the programming, execution, and supervision of religious activities at their installations.

c. All activities in the installation chapels or religious education facilities will be coordinated and scheduled under the Post Commander's direction by the Post Chaplain.

4. Character Guidance.

Chaplains will provide guidance and assistance to commanders in the execution of the Character Guidance program.

5. Programing and Budgeting.

a. The Army Chaplain will monitor chaplain portions of installation budget estimates, give guidance and technical assistance to installation chaplains, and develop an overall chaplain budget in the 9020.1 cost accounting code based upon installation requirements and budget ceilings.

b. Post Chaplains will develop the chaplain portion of the Installation Operating Program and submit estimates annually with justifications.

6. Public Relations.

a. The Army Chaplain will:

(1) Establish and maintain liaison with denominational indorsing agencies in metropolitan New York, and religious leaders and religious organizations in this command.

(2) Advise the Army Commander and staff on public relations matters which pertain to chaplain activities in this command.

(3) Represent the Army Commander at religious, civic and patriotic events, as requested.

b. The Corps Chaplains will:

(1) Assist and advise the Corps Commander and staff in public relations matters pertaining to religion and chaplain activities in the Reserve Components, and will represent the Corps Commander at religious, civic and patriotic events, as requested.

(2) Maintain liaison and good public relations with seminaries, colleges, universities, denominational representatives and clergy of all faiths, and accept opportunities to participate in church services, ministerial meetings and other religious activities in civilian communities within the Corps area.

c. The Post Chaplains will:

(1) Assist and advise the Post Commander and staff in public relations matters pertaining to religion and chaplain activities, and will represent the Post Commander at religious, civic, funeral and patriotic events, as requested.

(2) Gather and maintain source material related to the religious facilities and chaplain activities which may be publicized after coordination with the local information officer.

(3) Urge all chaplains to maintain active liaison with their denomination or church organization, local ministerial associations and other appropriate religious, professional and civic groups, as far as it may be helpful to the mission of the Army.

7. Chapel Construction.

a. The Army Chaplain will coordinate plans and review justifications and correspondence relating to chapel construction at class I installations in this command, and will furnish guidance and technical assistance to Post Chaplains.

b. Post Chaplains, as special members of the Post Planning Board for chapel construction, will initiate action necessary for inclusion of chapel construction in Installation Master Plans; take continuing action regarding chapel construction priority; review all chapel plans and justifications with Post Engineer prior to their adoption at installation level; and project scheduling in local Five-Year Plans.

II - REFERENCES

1. Personnel.

- a. AR 165-15, "Duties of Chaplains and Commanders' Responsibilities."
- b. AR 165-35, "Employment of Auxiliary Chaplains."
- c. AR 140-10, "Assignments, Attachments, Details, and Transfers."
- d. AR 135-100, "Appointment of Commissioned and Warrant Officers of the Army."
- e. CON Cir 165-2, "Employment of Auxiliary Chaplains and Civilian Clergymen."
- f. CON Reg 350-7, "Staff Specialist Branch (Divinity Students), USAR, MOS .0001, Appointment, Assignment and Training."
- g. 1A Reg 165-35, "Employment of Auxiliary Chaplains and Civilian Clergymen."
- h. Change 1 to AR 210-14, "Diversion of Family Housing" (Family and Bachelor Chaplains).

2. Training.

- a. AR 135-318, "Military Education and Training; Reserve Component Chaplains and Staff Specialists."
- b. AR 140-305, "Army Reserve - Mission, Organization, Training and Mobilization."
- c. AR 165-15, "Duties of Chaplains and Commanders' Responsibilities."
- d. AR 350-60, "Army Extension Courses."
- e. USCONARC Directive No 350-17, "The Army Extension Course Program (AECF)."
- f. Appendix VI to Annex AA, "USCONARC Training Directive," with Change Order No 1.
- g. FM 16-5, "The Chaplain."

- h. DA Pamphlet 350-60, "Announcement of Army Extension Courses."
- i. 1A Pam 135-350, "Administrative Guide for Reserve Components ANACDUTRA."
- j. 1A Reg 350-301, "First US Army Training Directive."
- k. 1A Reg 350-401, "Chaplains and Chaplain Assistants ANACDUTRA Requirements."

3. Professional Services.

- a. AR 165-15, "Duties of Chaplains and Commanders' Responsibilities."
- b. CON Cir 165-5, "Religious Activities, Retreat Program."
- c. FM 16-5, "The Chaplain."
- d. FM 101-5, "Staff Officers' Field Manual; Staff Organization and procedure."

4. Character Guidance.

- a. AR 600-30, "Character Guidance Program."
- b. FM 16-100, "Character Guidance Manual."
- c. DA Pamphlets 16- series, "Duty, Honor, Country."

5. Programing and Budgeting.

- a. AR 37-1, "The Budget System."
- b. AR 230-5, "Nonappropriated Funds and Related Activities - General Policies."
- c. AR 230-10, "Nonappropriated Military Welfare Funds."
- d. AR 230-36, "Nonappropriated Chaplains Funds."
- e. AR 715-30, "Procurement."
- f. DA Pam 11-20, "The Army Program System."

- ties."
- g. DA Pam 11-45, "The ACMS in Operation and Maintenance Activities."
 - h. CON Reg 11-100, "Army Programs."
 - i. 1A Reg 11-46, "Cost and Performance Summary Reports (RCS AHFAC-62)."

- j. "CONARC Operating Program."
- k. "First US Army Operating Program."

- l. "First US Army Management Structure."

- m. TA 50-922, Change 2, "Chaplain and Chapel Facilities."

- n. TA 50-9893, "Allowance of Expendable Supplies for Chaplain and Chapel Facilities."

- o. AR 37-100, "The Army Management Structure (Fiscal Code)."

6. Public Relations.

- a. AR 165-15, "Duties of Chaplains and Commanders' Responsibilities."

- b. AR 360-5, "Public Information - General Policies."

- c. FM 16-5, "The Chaplain."

- d. 1A Reg 360-5, "Army Information Program and Policies."

7. Chapel Construction.

- a. AR 210-115, "Religious Facilities and Materiel."

- b. AR 210-20, "Master Planning for Permanent Army Installations."

- c. AR 415-31, "Basic Facilities and Space Allowances for Peacetime Missions at Army Installations."

PART THREE

1. Personnel Schedule.

	FY 65	FY 66	FY 67	FY 68	FY 69
Number of Chaplains Commissioned with oncurrent Extended Active Duty	25	26	27	28	28
Number of Chaplains Commissioned for Assignment to Reserve Units	19	21	23	25	27
Number of 2d Lts Com- missioned as Staff Spec- ialists (Divinity Students)	9	10	11	12	13
Percentage of Spaces Filled in Reserve Troop Units	75%	80%	85%	90%	95%

First US Army has more than enough USAR Chaplains assigned to USAR Control Groups to fill all vacancies in USAR troop program units. However, it is not possible to assign them to USAR units, because the majority of Chaplains are field grade; TOE unit vacancies are company grade.

MAJOR PROBLEMS IN FILLING USAR TROOP PROGRAM UNITS ARE:

- Distance of chaplain's residence from units with available spaces.
- Authorized grade vacancies in USAR units in relation to grade of chaplains in USAR Control Groups.
- Due to shortages, church officials are reluctant to release qualified clergymen to USAR units which may be subject to active duty.

2. Training.

Courses of Instruction	FY 65	FY 66	FY 67	FY 68	FY 69
US Army Service Schools	50 ¹	52 ²	54 ³	56 ⁴	56 ⁵
USCONARC Workshops	12	14	16	18	18
Army Management Sch, Ft Belvoir, Va.	5	5	5	5	5
Chaplains' Nuclear Symposium, Albuquerque, N. M.	1	1	1	1	1

¹ Approximately 20%

² Approximately 25%

³ Approximately 30%

⁴ Approximately 35%

⁵ Approximately 40%

Staff Specialist Attendance

3. Professional Services Schedule.

ACTIVITY	Programed Percent Achievement				
	FY 65	FY 66	FY 67	FY 68	FY 69
RELIGIOUS SERVICES - weekly (USCONARC Goal: 25%)	27.0	28.0	29.0	29.0	29.0
RELIGIOUS EDUCATION - weekly (USCONARC Goal: 7.5%)	8.00	8.25	8.50	8.50	8.50
PASTORAL ACTIVITIES - monthly (USCONARC Goal: none)	19.0	21.0	23.0	23.0	23.0

4. Character Guidance Schedule.

ACTIVITY	Programed Percent Achievement				
	FY 65	FY 66	FY 67	FY 68	FY 69
CHARACTER GUIDANCE - monthly (USCONARC Goal: 85%)	89.0	90.0	92.0	92.0	92.0

5. Programing and Budgeting.

a. Schedule I.

PROGRAMED 9020.1000 EXPENDITURES

<u>FY 1965</u>	<u>FY 1966</u>	<u>FY 1967</u>	<u>FY 1968</u>	<u>FY 1969</u>
\$149,492	\$178,706	\$123,826	\$108,946	\$80,066

(See page 24 for breakdown of above)

b. Schedule II

BREAKDOWN

PROGRAMED 9020.1000 EXPENDITURES INDICATED ON
Previous Page

	FY 1965	FY 1966	FY 1967	FY 1968	FY 1969
IDY	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800
Consumables and Self- Service Supplies	7,379	6,080	6,080	6,080	6,080
Civilian Secretary	15,743	15,856	15,976	16,096	16,216
5-Yr Improvement of Chapel Exteriors	49,000	49,000	49,000	49,000	0
5-Yr Relig Educ and Social Facil Develop	9,600	0	0	0	0
Nonconsumables	3,520	3,520	3,520	3,520	3,520
Related Chapel Construc- tion Expenses	30,000	70,000	15,000		20,000
ARADCOM Support	1,500	1,500	1,500	1,500	1,500
Retreats and Religious Instruction Groups	3,500	3,500	3,500	3,500	3,500
Workshops	18,000	18,000	18,000	18,000	18,000
Auxiliary Chaplains	10,450	10,450	10,450	10,450	10,450
TOTALS	** \$149,492	\$178,706	\$123,826	\$108,946	\$80,066

See page 25 for breakdown of related chapel construction expenses.

Volume II, Detailed Guidance, First US Army Operating Program, 1 September 1964, indicates as Financed: \$40,087. The difference between \$40,087 and \$149,492 (above) is \$109,405, presumably an Unfunded amount.

6. Projected Chapel Construction Schedule.

INSTALLATION	FY 1965	FY 1966	FY 1967	FY 1968	FY 1969
FORT DEVENS	Chapel Center (600 seats) w/REF (Construction begins)	Chapel Center Construc- tion ends. (\$40,000) Regimental Chapel (Complex) (300 seats) (\$15,000)		Regimental Chapel (Recom- mended by 1USACH)	Regimental Chapel (Recom- mended by 1USACH)
FORT DIX	Regimental Chapel (11 barracks complex) (300 seats) (\$15,000) Regimental Chapel (8 barracks complex) (300 seats) (\$15,000)	Regimental Chapel (Complex) (300 seats) (\$15,000)	Regimental Chapel (300 seats) (Sp Trps) (\$15,000)	Regimental Chapel (Recom- mended by 1USACH)	Regimental Chapel (Recom- mended by 1USACH)
FORT JAY					Chapel Center (300 seats) w/REF (\$20,000)

NOTE: Costs indicated above represent estimates for furnishing proposed chapels.

